National Round Table on the Environment and the Economy

2007-2008

Departmental Performance Report

The Honourable Jim Prentice
Minister of the Environment

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Message from the President and CEO

I am pleased to present the Performance Report of the National Round Table on the Environment and the Economy (NRTEE) for the fiscal year that ended March 31, 2008.

Created by the Prime Minister in 1988, the NRTEE is an independent advisory body reporting to Parliament through the Minister of the Environment. The mandate of the Round Table is "to play the role of catalyst in identifying, explaining and promoting, in all sectors of Canadian society and in all regions of Canada, principles and practices of sustainable development." The agency strives to influence federal policy development on environment and economy issues. To accomplish this, it must produce and disseminate relevant, credible advice in a timely manner.

The NRTEE draws on the insight and experience of its members to examine the environmental and economic implications of priority issues and offer independent advice on how to address them. Appointed by the government, its members represent different regions of Canada and are distinguished leaders in business, labour, universities, environmental organizations, Aboriginal communities, and municipalities. NRTEE activities contribute to the government's objective of building a strong, globally competitive, sustainable, technologically innovative economy.

In 2007–2008, the NRTEE focused its attention and research on the critical issues of climate change and clean air. In January 2008, the NRTEE released the main results of its Clean Air Act Program in a report entitled *Getting to 2050: Canada's Transition to a Low-emission Future*. This extensive and well-received report set out five enabling conditions that should be reflected in Canada's climate policy framework. It offered specific recommendations to the federal government, including the need to establish an economy-wide price signal on carbon, either through an emission tax or a cap-and-trade system or a combination of the two.

The NRTEE's ambient air report was issued in June 2008. It reviewed the approach used to set long-term ambient air quality objectives for Canada and proposed a series of principles and next steps in moving this issue forward.

In June 2007, the *Kyoto Protocol Implementation Act* received Royal Assent, obligating the NRTEE to undertake an evaluation of the federal government's annual Climate Change Plan. The NRTEE undertook the required analysis and its findings were provided in a first report in September 2007, a second in July 2008, and will continue to do so on an annual basis until 2012. To complement this analysis, the NRTEE released a report on *International Best Practices in GHG Emission Forecasting* which provides useful lessons for Canada.

During 2007–2008, the NRTEE continued work on its Adaptation Program examining the influence of Canadian public policy on northern infrastructure in planning and managing the impact of climate change. This focuses on the territories and portions of the provinces north of the 60th parallel, in recognition of the severe and sustained character

of climate change emerging in the Canadian North. This report will be released in the 2008–2009 fiscal year.

Overall, the Round Table's policy output increased over the course of the fiscal year, not just in completing reports, but in beginning work on future reports expected for release this year and next. This includes the adaptation report for northern infrastructure, energy efficiency in commercial buildings, and a national carbon pricing policy.

For all its work, the Round Table undertakes extensive original and expert research to inform the analysis undertaken by the secretariat, and to inform the deliberations of the members. Expert advisory committees involving stakeholders from across the country were struck to assist us in our consideration of issues and solutions. The NRTEE held a series of national and regional consultation meetings on its reports, both to receive needed input and to disseminate our findings.

On the operations side, the Round Table continued to strengthen its accountability and management systems. Notably, the NRTEE undertook an agency-wide review of its organizational structure and implemented changes to significantly realign jobs and resources supporting the agency's medium- and long-term objectives. In addition, a formalized training function was put in place.

With regard to the management of government information, the NRTEE introduced a Records, Document and Information Management System (RDIMS), completing a pilot application and beginning the rollout of training and implementation by all staff by the summer of 2007. The RDIMS project will enable the agency to organize and control all corporate documents and records so as to ensure information is archived appropriately and is available when needed. It also facilitates the agency's compliance with government legislation and policy related to information management and expedites responses to Access to Information requests.

The NRTEE is now in its second year of implementing a performance measurement framework designed to generate improved performance information for decision making and for external public reporting. Last year, it conducted a survey of federal decision makers, and this year a survey of national stakeholders. Workshops were also held with decision makers and stakeholders in November 2007 to obtain their views on NRTEE's strategic direction. The feedback collected as part of these data collection tools served as the basis for reporting results summarized in this report.

Our performance measurement results demonstrate a clear awareness and perceived value to the NRTEE's research and reports among stakeholders and decision makers. We are performing our role, advancing Canada's public policy debate on critical issues such as climate change, and contributing thoughtful solutions on sustainable development issues.

David McLaughlin
President and Chief Executive Officer

Section 1 Overview

1.1 Management Representation Statement

I submit for tabling in Parliament, the 2007–2008 Departmental Performance Report for the National Round Table on the Environment and the Economy (NRTEE).

This document has been prepared based on the reporting principles contained in the *Guide to the Preparation of Part III of the 2007–2008 Estimates: Reports on Plans and Priorities and Departmental Performance Reports*:

- It adheres to the specific reporting requirements outlined in the Treasury Board Secretariat guidance;
- It is based on the agency's approved Strategic Outcome and Program Activity Architecture that were approved by the Treasury Board;
- It presents consistent, comprehensive, balanced, and reliable information;
- It provides a basis of accountability for the results achieved with the resources and authorities entrusted to it; and
- It reports finances based on approved numbers from the Estimates and the Public Accounts of Canada.

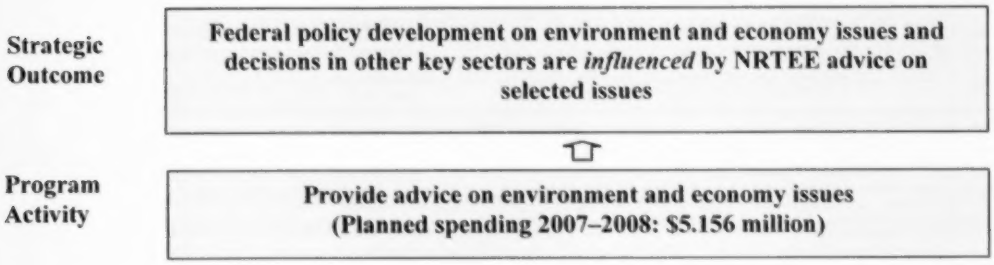
David McLaughlin
President and Chief Executive Officer

1.2 The NRTEE Program Activity Architecture (PAA)

The NRTEE is presenting this performance report using the Treasury Board-approved PAA shown in Figure 1 below. This aligns with the PAA used in the 2007–2008 *Report on Plans and Priorities* (RPP), which indicates that the NRTEE worked toward a single strategic outcome and was engaged in a single program activity. However, for this Departmental Performance Report (DPR), consistent with minor changes recently approved by the Treasury Board Secretariat (TBS), the NRTEE will report only on this program activity, rather than to the sub-activity level.[1]

Figure 1: Program Activity Architecture

National Round Table on the Environment and the Economy


Strategic Outcome
Federal policy development on environment and economy issues and decisions in other key sectors are *influenced* by NRTEE advice on selected issues
Program Activity
Provide advice on environment and economy issues
(Planned spending 2007–2008: $5.156 million)

[1] In June 2007 the TBS approved minor changes to the NRTEE's PAA as part of its initiative to update its Management Resources and Results Structure (MRRS). These changes did not result in any difference in direction or any resource reallocation for the Round Table, and is fully adopted for reporting purposes in 2008–2009.

1.3 Performance Measurement: A New Approach for the NRTEE

During the last two years, the NRTEE has initiated a more rigorous approach to measuring its performance. The objective is to produce evidence-based performance information for decision making and improve external public reporting in the DPR. The NRTEE's performance is therefore assessed against the expected results and indicators shown below.

Expected Result	Performance Indicator
High quality research	Quality of research
Effective stakeholder consultations	Extent of consultations
	Effectiveness of consultations
Useful policy advice and recommendations	Perceived usefulness
	Perceived independence of NRTEE
	Demand for NRTEE advice
Effective communication of recommendations	Reach of recommendations
	Quality of communications
Increased awareness and understanding of issues and solutions	Awareness of issues and solutions
	Understanding of issues and solutions

Data sources for this reporting period include a recent survey of national stakeholders conducted in June–July 2008 (via in-person and telephone interviews), and a survey of federal decision makers (via in-person interviews) conducted in May–June 2007 ("the NRTEE surveys").[2] Other data sources included the following:

- A roundtable series on NRTEE's Strategic Direction, facilitated by the Public Policy Forum in November 2007;
- Feedback provided by participants after NRTEE consultation sessions (by completion of a questionnaire); and
- Operational data related to the research programs, communications, and overall management of the NRTEE.

[2] Marbek Resource Consultants conducted these surveys on behalf of the NRTEE.

1.4 Summary Information

Reason for Existence: The purpose of the Round Table is to play the role of catalyst in identifying, explaining and promoting, in all sectors of Canadian society and in all regions of Canada, principles and practices of sustainable development. The NRTEE interprets this broad mandate through a strategic focus on issues of national interest at the intersection of the environment and the economy. Through its work, the NRTEE strives to influence policy development and decisions on issues pertaining to the environment and economy. These promote economic prosperity for all Canadians while striving to preserve the environment for current and future generations.[3]

Financial Resources ($000s)

2007–2008		
Planned Spending	**Total Authorities**	**Actual Spending**
5,156.0	5,432.9	4,857.7

Human Resources

2007–2008		
Planned	**Actual**	**Difference**
27	24	-3

Departmental Priorities

Name	Type	Performance Status
Priority 1: Provide advice on environment and economy issues	Ongoing	Successfully met
Priority 2: Apply sound management principles in operations and implement federal initiatives.	Previously committed to/Ongoing	Successfully met

[3] General information about the NRTEE and its membership can be found on the agency's website at www.nrtee-trnee.ca.

1.4.1 Performance Results by Priorities: Summary

In the RPP for 2006–2007, the NRTEE identified two priorities. The performance results for each are summarized below.

Priority 1: Provide advice on environment and economy issues

During 2007–2008, the NRTEE focused its attention and research on the critical issues of climate change and clean air. The NRTEE looked at the issue in terms of long-term policies to reduce greenhouse gas (GHG) and air pollutant emissions in Canada, and policies for adaptation to climate change in the Canadian North. It also evaluated the federal government's *2007 Climate Change Plan for the purposes of the Kyoto Protocol Implementation Act*.

As specified in its RPP, the agency will have succeeded when decision makers report that the NRTEE has given them a new way of viewing issues and has raised their awareness and understanding of the issues. Feedback from national stakeholders and federal decision makers surveyed was positive on most counts, with the exception of the reach of the NRTEE communications activities:

- There is a continuing high regard for the quality of research carried out by NRTEE, its members, and the staff.
- The scope and effectiveness of consultations carried out by NRTEE are broadly recognized, both at a national level and within specific research programs.
- NRTEE policy analysis is relevant, timely, and useful. The NRTEE had successfully maintained its independence.
- NRTEE communications could expand their reach, for example, at the provincial/regional level and across a broader range of federal decision makers.

Priority 2: Apply sound management principles in operations, and implement new federal initiatives

Even with limited staff and a small budget, the agency takes seriously its responsibility to ensure that the stewardship of its financial and human resources is effective and aligned with government-wide initiatives.

In 2006–2007, the NRTEE established several areas of focus to improve its management practices. The single performance indicator noted in the RPP 2006–2007 was "compliance with government requirements." In each instance, the NRTEE has met or exceeded requirements. Of particular note are the following areas of improvement:

- *Management of Government Information*: In 2007–2008, the NRTEE embarked on a major project to implement the Records, Document and Information Management System (RDIMS), completing a pilot application and beginning the rollout of training

and implementation by all staff by the summer of 2007. The RDIMS project will enable the agency to organize and control all corporate documents and records so as to ensure information is archived appropriately and is available when needed. It also facilitates the agency's compliance with government legislation and policy related to information management and expedites responses to Access to Information requests.

- *Content Management Solution* (CMS): In 2007–2008, the NRTEE completed Phase I of its project to design and implement a CMS that builds on the Government of Canada's CMS approach and common standards for integrated government information and service delivery. Phase II, focusing on content delivery and stakeholder engagement strategies, is ongoing.
- *Human Resource Management:* In 2007–2008, the NRTEE undertook an agency-wide review of its organizational structure and implemented changes to significantly realign jobs and resources such that they better support the agency's medium- and longer-term objectives. In addition, the agency instituted a formalized training function. Beginning in 2008-2009, all employees will have formal training plans that are reviewed twice annually.

1.5 Operating Environment and Context

The NRTEE's success depends on its ability to influence federal policy on environment and economy issues. To accomplish this, the NRTEE must produce and promote relevant, neutral, credible advice in a timely manner. Its ability to do so is affected by a range of internal and external factors. Those relevant in 2007–2008 are discussed below.

Internal operating factors

The NRTEE reached a turning point in 2007–2008 when a number of research programs and projects were completed, providing the agency with an opportunity to review our research priorities and projects. Extensive discussions were held with the Round Table members and external stakeholders to obtain input into what these priorities should be.

The NRTEE also underwent significant change during 2007–2008 in terms of the leadership of the organization, the members of the Round Table, as well as the staff of the secretariat. This provided both an opportunity for the NRTEE in developing the way ahead as well as a challenge in maintaining continuity and in-house knowledge.

Requests from the government to provide specific kinds of advice can also create challenges in terms of the organization's ability to plan from year to year. The timing of such references cannot be controlled and the agency is often expected to identify the necessary resources from within its own budget.

External factors

Climate change is of major concern to Canada at this time. Policies are not developed in isolation—the federal government's associations with the provinces, municipalities, and even other countries can affect them. This creates a complex decision-making

environment and presents the NRTEE with a number of unique challenges in terms of maintaining the proper balance as an expert advisor to government:

- Achieving the right balance in being responsive to the federal government on the one hand, and maintaining independence on the other;
- Maintaining an appropriate balance between environmental and economic considerations, and offering advice on how best to reconcile and integrate the sometimes competing interests of economic prosperity and environmental conservation;
- Focusing on long-term, complex climate change issues while still ensuring that policies and strategies proposed can be translated into action;
- Meeting pressure to broaden its reach within the federal government, as well as at the provincial and regional levels across Canada, given the constraints on the resources at its disposal; and
- Ensuring an optimum mix between facilitating the exchange of ideas, building coalition around new innovative approaches, and acting as an advocate for positive change without losing credibility as an independent expert advisor.

1.6 Alignment with the Government of Canada Outcome Areas

The NRTEE's work is relevant to several of the Government of Canada's outcome areas, but aligns most directly with the *strong economic growth* outcome as shown below.

Strategic Outcome	Program Activity	Link to Government of Canada Outcome area
Federal policy development on environment and economy issues, and decisions in other key sectors, are influenced by NRTEE advice on selected issues	Provide advice on environment and economy issues	Strong economic growth

In 2007–2008, the NRTEE contributed to this outcome primarily through its work and resulting advice on energy and climate change and on how Canada can address this issue in the medium and long terms. This advice is consistent with Canada's national interest and the government's objective of building a globally competitive, sustainable, technologically innovative economy that benefits all Canadians.

1.7 Achieving the NRTEE's Strategic Outcome: Overall Progress

Strategic Outcome: Federal policy development on environment and economy issues and decisions in other key sectors are influenced by NRTEE advice on selected issues.

The NRTEE's approach to achieving its strategic outcome is to produce policy advice and disseminate it so as to increase the understanding of decision makers about

challenges and opportunities at the interface between the environment and the economy, and to inform the debate on those questions.

An indicator of NRTEE performance in achieving this strategic outcome is the extent to which NRTEE advice is considered in federal policy decisions. Findings from the NRTEE surveys show a range of opinions, the overall perception (particularly among national stakeholders) being that NRTEE advice in certain areas has not to date been considered to a large extent in federal policy and decision making. Nevertheless, a number of national stakeholders stated that the research and advice provided by NRTEE had changed the nature of the debate and had acted as a catalyst that could influence future decisions, and that NRTEE activities had produced other benefits such as fostering dialogue between stakeholders and creating new networks for exchanging information.

A summary of performance by expected result is provided on the following page.

1.8 Summary of Performance Results by Indicator

Figure 2: Summary of performance results, Fiscal Year 2007–2008

Expected Results and Outputs	Performance Indicator	Performance Assessment	Performance Level
High quality research	Perceived quality	• Well perceived • High quality analysis • High quality personnel	At target
Effective stakeholder consultations	Extent of consultations	• Broad consultations with high level of participation • Extensive expert consultation	At target
	Effectiveness of consultations	• High added value • Good process • Able to bring players together • Online consultation well perceived	
Useful policy advice and recommendations	Perceived usefulness, relevance, and timeliness	• Useful and timely • Relevant • Foster best practices and sharing of information	At target
	Perceived independence of NRTEE	• Some concern about long-term loss of independence	
	Demand for NRTEE advice	• Continuing requests from federal government • Strong demand for briefings from federal department and national stakeholders • Citations from stakeholders	
Effective communication of recommendations	Reach of communications	• Extensive data base • Increasing media coverage • Overall (5-year trend) increase in use of website • Reach could be increased	Approaching target
	Quality of communications	• Good mix of instruments • Products are well perceived	
Increased awareness and understanding of issues and solutions	Awareness of issues and solutions	• Stakeholders and decision makers are already aware of the issues	Approaching target
	Understanding of issues and solutions	• Strong benefit in terms of greater understanding of issues	

Section 2 Analysis of Program Activity by Strategic Outcome

2.1 Departmental Priorities

Name	Type
Priority 1: Provide advice on environment and economy issues	Ongoing
Priority 2: Apply sound management principles in operations, and implement federal initiatives	Previously committed to/ Ongoing

2.2 Performance Results by Program Activity

The text that follows provides an overall description of the performance results achieved by the NRTEE, as well as highlights of performance achieved under each expected result and performance indicator specified in the performance measurement framework. (Please see Section 2.3, Figure 9.) The results all apply to the agency's single program activity, which is also its first priority, namely *provide advice on environment and economy issues*.

The results are presented in accordance with the strategic outcome and indicators in the NRTEE's new performance measurement framework.

2.2.1 Expected Result: High-Quality Research

NRTEE assesses its performance against this outcome based on the perceived quality of its policy research.

High-quality policy research on sustainable development represents the core mandate of NRTEE. During 2007–2008, NRTEE's work focused on energy and climate change, the development of air quality objectives for Canada, and climate change adaptation in northern communities.

Energy and Climate Change Program

In November 2006, the federal Minister of the Environment requested advice from the NRTEE on how Canada could significantly reduce its GHG and air pollutant emissions by 2050. In June 2007, the NRTEE released the initial findings. This preliminary report provided information on the environmental and economic implications of long-term GHG emissions reductions by 2020 and 2050. The report also provided findings in relation to potential long-term air pollutant reductions, specifically for sulphur dioxide, nitrogen oxides, volatile organic compounds, and particulate matter.

In January 2008, the NRTEE released the final results of this research in its advisory report, *Getting to 2050: Canada's Transition to a Low-emission Future*. The report set out seven specific recommendations for the federal government. The key

recommendation is that the federal government should institute a market-based policy that takes the form of an emission tax or a cap-and-trade system or a combination of the two; and that this price signal should be complemented with regulatory policies in order to address sectors of the Canadian economy that do not respond effectively to such a price signal or where market failures exist. A copy of the *Getting to 2050* report can be downloaded from the NRTEE website at www.nrtee-trnee.ca.

The NRTEE also issued its yearly response to the requirements created by the *Kyoto Protocol Implementation Act* with respect to the government's Climate Change Plan and Statement (in September 2007 and most recently in July 2008). On June 22, 2007, the *Kyoto Protocol Implementation Act* (henceforth KPIA), received Royal Assent. The KPIA stipulates that the Government of Canada is obligated to prepare—on an annual basis to 2012—a Climate Change Plan describing measures and policies enacted by the government to "ensure that Canada meets its obligations under Article 3, paragraph 1, of the Kyoto Protocol" [Subsection 5(1)]. KPIA further requires the NRTEE to assess the likelihood that each of the government's proposed measures and policies will achieve the emission reductions forecasted in its Plan. It must also assess the likelihood that the proposed measures will enable Canada to meet its obligations under the Kyoto Protocol. The two NRTEE responses provide suggestions for improved methodological and information-gathering practices for future Plans and Statements. Furthermore the NRTEE began a research project to analyse international best practices in this area and apply relevant lessons to the Canadian context. These reports were released in July 2008.

Clean Air Act Program

During 2007–2008, the NRTEE conducted research on developing air quality objectives for Canada. As a result of the Minister's request for advice regarding national objectives for ambient air for particulate matter and ozone for both the medium term and the long term the NRTEE released a report in June 2008 entitled *Developing Ambient Air Quality Objectives for Canada*. The NRTEE research and this Advisory Note focus NRTEE advice on the process of setting national objectives, rather than specific numerical targets. A copy of this report can be downloaded at www.nrtee-trnee.ca.

Program on Climate Change Adaptation Policy for Northern Infrastructures

Launched in June 2006, this NRTEE program focuses on how public policy can help Canada's northern communities and economic sectors plan for and manage the effects of climate change, especially in relation to physical infrastructure. The program's ultimate goal is to effect better climate change–related adaptation on the part of those who design, build, and maintain infrastructure in the North. Specific streams of research included disaster management, codes and standards, and insurance. The NRTEE also identified the key themes that emerged from the study, such as governance, information, economic and regulatory policies, and capacity. An expert Advisory Committee is in place to review the research reports.

The research projects carried out under the above programs are summarized below in Figure 3.

Figure 3: NRTEE research and analysis reports for specific programs (2007–2008)

Program	Topic	Scope and Results
Energy and Climate Change	Final Advisory Report—*Getting to 2050: Canada's Transition to a Low-emission Future*	Issued in January 2008, this report is the culmination of a year of research, analysis, consultations, and deliberations by the NRTEE and was undertaken following a formal request by the Government of Canada in fall 2006. The findings and recommendations are based on extensive, original modelling and data analysis that were, in turn, subjected to further consideration by numerous industry and environmental experts and stakeholders across Canada. *Getting to 2050* sets out recommendations for effective action to achieve the government's stated goal of deep, long-term GHG reductions of 65% below current levels by 2050.
	2008 and 2007 editions of the Response of the National Round Table on the Environment and the Economy to its Obligations Under the *Kyoto Protocol Implementation Act*	Issued in September 2007, the first edition of this report presented the response of the NRTEE to the requirements created by the *Kyoto Protocol Implementation Act* with respect to the government's *Climate Change Plan and Statement*. Issued in July 2008, the second report presented the response of the NRTEE to the Government of Canada's second *Climate Change Plan and Statement*.
	GHG Emissions Forecasting: Learning from International Best Practices	Issued in July 2008, *Greenhouse Gas Emissions Forecasting: Learning from International Best Practices*, is the result of research conducted on best practices in other countries to address some of Canada's challenges in forecasting GHG emissions reductions accruing from federal climate policies and programs. The report gave particular focus to the U.K. and the U.S. as having overall best practices in their approach to emissions forecasting with key lessons that can be applied to the Canadian context.
	Energy efficiency in the commercial buildings sector	Scheduled for completion by autumn 2008, this project is being conducted in collaboration with Sustainable Development Technology Canada. It involves developing policy recommendations to increase energy efficiency in commercial buildings, identifying current obstacles and motivators, and analyzing current effectiveness of relevant policy mechanisms.

Program	Topic	Scope and Results
Clean Air Act	Ambient air quality objectives for Canada	Issued in June 2008, the report *Developing Ambient Air Quality Objective for Canada* presents a qualitative review of the approach used to set long-term ambient air quality objectives. It describes the principles involved in setting standards—using best available science, considering human health effects, and considering the effect of transboundary flows.
Climate Change Adaptation Policy for Northern Infrastructure	Insurance, alternative risk transfer mechanisms and public policy	Examined, for example, business interruption coverage, availability of insurance for flood damage in the North, catastrophe bonds.
	Codes and standards and climate change adaptation policy	Examined, for example, codes and standards related to mega-projects such as pipelines, the utilities sector, and major infrastructure.
	Disaster management policy and climate change adaptation	Assessed the "criticality" of a broad range of northern physical infrastructure, how factors such as community size, location, demographics, etc. influence criticality; and the development of public policy options regarding disaster management.
	Legal liabilities	Explored the legal liability for stakeholders involved in the planning, funding, design, construction and/or management of physical infrastructure in Canada, in respect of the management of climate change related risks.

Stakeholder feedback is very positive regarding the quality of NRTEE research, staff, and researchers:

- *Quality of policy research.* NRTEE client surveys indicate that national stakeholders and federal decision makers have a high opinion of the research the NRTEE conducts. Many stakeholders consider the analysis to be of high quality and even outstanding. The involvement of experts in contributing to and commenting on the research is considered to be a key factor in ensuring quality research.
- *Quality of personnel.* Both national stakeholders and federal decision makers have a high opinion of NRTEE staff. NRTEE staff are perceived to be stronger in process skills than technical expertise, which is viewed as appropriate since technical expertise can be outsourced.
- *Quality and diversity of external contractors.* The majority of national stakeholders have a high opinion of the work and capabilities of contractors. However, some had concerns regarding the limited number of contractors available, the variable quality of some of the work, and potential contractor bias that can result.

2.2.2 Expected Result: Effective Stakeholder Consultations

Stakeholder consultations are a key element of NRTEE policy research. Key measures of success are the extent of consultation taking place and participant feedback regarding the effectiveness of the consultations.

Extent of consultations

- In September and October of 2007, the NRTEE held half-day outreach sessions in six cities across Canada with select groups of knowledgeable stakeholders. The purpose of these sessions was to present the findings of the NRTEE's research prior to finalizing the *Getting to 2050* report. Participants provided their views and opinions on the NRTEE's approach and findings of the research. This outreach allowed the NRTEE to "ground-truth" the research findings, thus strengthening our understanding of the issues before us.
- In March 2008, after the release of the *Getting to 2050* report, the NRTEE held three half-day sessions in Calgary, Toronto, and Ottawa. Again, the purpose was to present the final findings of our report to larger groups of interested stakeholders, and to enter into a dialogue on the future work of the NRTEE with regard to this subject matter. These outreach sessions were particularly important in that they allowed the NRTEE to effectively communicate the findings of our research to interested stakeholders and receive direct feedback on NRTEE programs. A particular focus of the consultations was the development of a research program to recommend a long-term carbon emission policy package to guide future climate policy design in Canada.
- In November 2007, the Public Policy Forum (PPF), in partnership with NRTEE, organized and facilitated two round-table discussions on NRTEE's strategic direction. The first round table brought together leaders from environmental non-governmental organizations, the private sector, and academia. The second brought together senior officials from a cross-section of relevant government departments. The broad objective of both round tables was to engage in a dialogue on NRTEE's current operating environment, its key challenges and opportunities, and options going forward.

Effectiveness of NRTEE consultations

- Both national stakeholders and federal decision makers surveyed were aware of NRTEE consultations, and stated that they were effective: they involved the right people and provided a well-designed process. The consultation events are perceived to provide high added value. National stakeholders acknowledged the value of large outreach-type consultations as well as more intimate advisory groups, but most indicated a preference for advisory groups as a vehicle for meaningful dialogue.

2.2.3 Expected Result: Useful Recommendations and Advice

Findings from the surveys of national stakeholders and federal decision makers indicate that the Round Table's policy analysis is relevant, timely, and useful. It is also seen to be of good quality, balanced, and independent. The NRTEE is able to bring players together to discuss issues and foster best practices and sharing of information. Most national stakeholders and federal decision makers believe that the NRTEE has successfully maintained its independence.

- *Requests for advice from the federal government.* The Government of Canada referred two major requests to NRTEE for advice on energy and climate change in February 2005. During 2006–2007, the Minister of the Environment requested that the NRTEE provide advice on national objectives for ambient air for particulate matter and ozone for the periods 2020–2025 and 2050.
- *Briefings to federal ministers and senior departmental officials.* During the fiscal year 2007–2008, the chair of NRTEE and/or the President and CEO provided several briefings to senior officials of federal departments, including Environment Canada, Foreign Affairs and International Trade Canada, Industry Canada, Infrastructure Canada, Transport Canada, the Department of Finance, and the Privy Council Office. A number of these briefings were done as part of the release of the *Getting to 2050* report. Meetings were also held with the Ministers of the Environment and Natural Resources Canada.
- *Briefings to national and international stakeholders.* During the fiscal year 2007–2008, the chair of NRTEE and/or the President and CEO gave several briefings to major national stakeholders with an interest in the environment and sustainable development. Examples include provincial government officials, non-governmental organizations, industry associations, and companies having an interest in sustainable development. Topics included proposals for joint research, the NRTEE mandate, and future research priorities and projects regarding sustainable development. These were supplemented by a number of speaking engagements, as well as meetings with officials from other governments (e.g., United States, Great Britain).
- *Citations of NRTEE recommendations.* Citations and feedback received from stakeholders also provide an indication of the use made of NRTEE policy research. Examples of feedback received from stakeholders, as well as citations regarding the usefulness of NRTEE recommendations and advice are noted below in Figure 4.

Figure 4: Examples of citations and feedback on NRTEE recommendations

Program	Examples Of Endorsements/Feedback Received
Energy and Climate Change	• Letters of appreciation were received from a range of provincial governments and non-governmental organizations in both the business and environmental communities regarding the final Advisory Report *Getting to 2050: Canada's Transition to a Low-emission Future*.
Climate Change Adaptation Policy for Northern Infrastructure	• NRTEE activities were mentioned in the Natural Resources Canada assessment, *From Impacts to Adaptation: Canada in a Changing Climate 2007* (Moving Forward on Adaptation—Chapter 10). • NRTEE work was mentioned in NWT *Climate Change Impact and Adaptation Report* (2008) regarding changes needed to building codes and standards stemming from climate change in the Canadian North. • Three NRTEE Adaptation papers are to be used as input to the research agenda for the High Arctic Research Station. • INAC referenced the continued use of the NRTEE 2001 State of the Debate report *Aboriginal Communities and Non-renewable Resource Development* (as part of NRTEE Adaptation committee discussions, March 2008).
KPIA	• The government followed recommendations made by the NRTEE in its 2007 Response to improve its methodology and transparency in forecasting emissions reductions from the policies and measures in its 2008 Plan. This has resulted in a more transparent and more accurate representation of projected emission reductions compared to last year.

2.2.4 Expected Result: Effective Communication of NRTEE Recommendations

The NRTEE assesses its communications by the quality of its communications instruments and the reach of its external communications.

- *Quality of communications instruments.* The majority of national stakeholders and federal decision makers surveyed consider the communication products to be of good quality.
- *Reach of external communications.* Many national stakeholders and federal decision makers believe that the reach of NRTEE's information could be improved. Specific suggestions made are to improve the NRTEE's presence and profile in Quebec, include a larger number of decision makers and opinion leaders in direct communications, hold more briefings on reports, adopt a more proactive approach to managing the media, and make use of novel approaches through the Internet.

Extent of NRTEE media coverage

References to the NRTEE from a variety of media sources during 2007–2008 (see Figure 5) topped 460, an increase of 110% compared with the 220 references in 2006–2007, 107

in 2005–2006, and 168 in 2004–2005. Most of this larger reach can be attributed to the release of the NRTEE's Advisory Report, *Getting to 2050*. The report received extensive media coverage (both positive and negative) across all major media, helping to raise the Round Table's national profile.

Figure 5: Media coverage of NRTEE policy research (2007–2008)

Program or Publication	Number Of Media References	Media Sources
Getting to 2050	328	The following dailies published editorials: *Ottawa Citizen*, *Montreal Gazette*, *Globe and Mail*, *Vancouver Sun*, *Toronto Star*, *Le Soleil*, *Le Devoir*, and *La Tribune*
Response of the NRTEE to its Obligations Under the Kyoto Protocol Implementation Act	19	*Globe and Mail*, *National Post*, *Toronto Star*, CTV Newsnet, CBC National News, *L'Acadie Nouvelle*
Medium- and long-term scenarios for GHG emission and air pollutant reductions (interim report released June 27, 2007)	57	*Toronto Star*, *Hill Times*, *Ottawa Citizen*, *Globe and Mail*, *National Post*, *Calgary Herald*, Montreal Gazette, *Presse canadienne*, CBC News, CTV Newsnet, CBC Radio, etc.
Energy and Climate Change	14	*Leader-Post*, *Windsor Star*, *Ottawa Citizen*, *New Brunswick Telegraph Journal*, etc.
Past programs (Capital Markets and Sustainability, Boreal, Ecological Fiscal Reform, Brownfields and Feebates)	21	*Globe and Mail*, *Winnipeg Free Press*, CBC Radio, etc.
NRTEE Corporate	22	*La Presse*, *La Tribune*, *National Post*, *Globe and Mail*, *Toronto Star*, etc.

Communications databases

NRTEE has over 2,600 organizations and individuals identified in its databases, and strives to target all sectors of the economy at a national level. Figure 6 shows stakeholder groups and numbers by category.

Figure 6: Corporate Communications Database

Categories	Breakdown
Business	504
Provincial contacts	302
Federal contacts	304
MPs	302
Industry/Trade associations	101
Federal agencies and corporations	118
Provincial Ministers	101
ENGOs	93
University contacts	100
Labour federations/Unions	85
Municipal	84
Senators	93
International organizations	23
Lobby firms	31
Consultants	13
SD Research institutes	16
Think tanks	2
Aboriginal groups	8
Provincial Premiers	13
Individuals	1
Schools	1
Lobby groups	1
Total	2296

Use of website

Web statistics show a steady increase in the number of visitor sessions to the website over the last five years, in the range of 15%–20% increase per year (see Figure 7). While the number of visitors appears to have decreased in 2007–2008, this number does not reflect the reoccurring spike in the number of visits to our website following the release of a new publication.

Figure 7: Web statistics

	2004–2005	2005–2006	2006–2007	2007–2008
Number of visitor sessions	296,679	347,108	397,661	300,000
% increase over previous year	19%	17%	15%	-25%

Requests for NRTEE publications

Last year, 96 publications were sold through the Renouf Publishing Company Limited. However, sales of publications have shown a steady decrease over the last four years (see Figure 8). This likely reflects the ability of visitors to download publications from the Virtual Library on the NRTEE website at no charge. The Virtual Library allows access to over 300 NRTEE documents and publications that are organized into 15 search categories.

The most popular downloaded publications during 2007–2008 were as follows:

- Getting to 2050: Canada's Transition to a Low-emission Future
- NRTEE's Response Under the Kyoto Protocol Implementation Act
- Various other background papers and case studies prepared during the course of the NRTEE's work

Figure 8: Sales of publications

	2004–2005	2005–2006	2006–2007	2007–2008
Sales of publications	$3,771	$2,894	$858	$988
% decrease over previous year	-50%	-23%	-70%	15%

NRTEE no longer sells these publications as they are available and being accessed through our website. The result is a savings in the production and administrative costs of handling and storing as well as a reduction in our carbon footprint.

2.2.5 Expected Result: Increased Awareness and Understanding by Federal Decision Makers and National Stakeholders

- *Awareness of the NRTEE and its mandate and research programs.* Most national stakeholders and federal decision makers are aware of the NRTEE and NRTEE programs in their areas of interest. The greatest awareness among national stakeholders centres on the climate change aspects of *Getting to 2050*. National stakeholders involved in climate change mitigation tend to be more aware of the NRTEE and its programs than those involved in climate change adaptation are; there is less awareness of the NRTEE's work (even recent work) on clean air. The least well known programs among both national stakeholders and federal decision makers are Capital Markets and Sustainability and Conservation.
- *Understanding of issues and solutions that were addressed by NRTEE programs.* Many national stakeholders and federal decision makers reported that they were already aware of sustainable development solutions and issues being addressed by NRTEE due to the nature of their work; however most felt that they had a greater understanding as a result of NRTEE research. Some noted that awareness and understanding could be improved if NRTEE improved its reach.
- *Follow-up to NRTEE studies.* This indicator is difficult to assess as follow-up action may not occur for several years. A recent study was done of follow-up to the NRTEE Brownfield Strategy issued in 2003 (see example below).

Example of follow-up activity to NRTEE Brownfield Strategy Report

In response to a mandate announced by the Finance Minister in his December 2001 budget, the National Round Table launched an initiative aimed at promoting the transformation of Canada's brownfields into vibrant centres of community life. The objective of the program was to develop a national strategy that incorporated federal, provincial, municipal, and private sector measures that would facilitate the redevelopment of brownfields in Canada. The NRTEE convened a Task Force comprising representatives from diverse sectors and regions of the country—including all three levels of government—to help devise the strategy. The recommendations addressed key barriers to brownfield redevelopment, including legal uncertainty surrounding environmental liability, lack of capital, and poor stakeholder understanding of the issue. *Cleaning up the Past, Building the Future: A National Brownfield Redevelopment Strategy for Canada* was released in February 2003.

The Ontario Centre for Environmental Technology Advancement (OCETA), on behalf of the Canadian Brownfields Network (CBN) and in collaboration with NRTEE, conducted a market research study to identify the actions that have been undertaken in response to the recommendations in the NRTEE Brownfield Strategy. The key findings were that NRTEE Brownfield Strategy Report has been well received by the public and private sector and has been used as a key guidance document regarding what is needed to remove the barriers to brownfield redevelopment. The report acted as a catalyst and played a major role in motivating change. However, there does not appear to be any current effort to develop a National Brownfield Redevelopment Strategy or to create a federal Brownfield Coordinating Office; the private sector has made attempts to fill this gap

through such organizations as the Canadian Brownfields Network and the National Brownfields Association. A summary of this report can be found at http://www.canadianbrownfieldsnetwork.ca.

2.3 Summary of Performance Assessment by Expected Result

Figure 9 presents an assessment of NRTEE performance against a five-level performance scale for each performance indicator (with one exception where information is insufficient to make an assessment). All performance indicators support the strategic outcome, "Federal policy development on environment and economy issues and decisions in other key sectors is influenced by NRTEE advice on selected issues."

The shaded area indicates NRTEE performance for the reporting period.

Figure 9: Summary assessment of performance by expected result

	Performance Scale				
Expected result	**Major gap**	**Below target**	**Approaching target**	**At target**	**Above target**
High quality research	Negative feedback from external experts/Round Table members. Research reports are of poor quality. Information often incomplete or not reliable.	Uneven feedback. Research products are of variable quality. Rework required. Some concerns about inaccuracies. Research results are often not seen as relevant or useful.	Most research received positive feedback. Projects generally met expectations. Some quality concerns, but corrected before they reach stakeholders. Complaints are minimal.	Research is very well perceived. High quality analysis. Most research is relevant and actionable. Nearly all research results have been used for developing policy recommendations. NRTEE has developed a strong reputation for the quality of its research.	Research has received awards and special recognition. Research produced significant new knowledge. Highly innovative. NRTEE is viewed as a significant centre of excellence in sustainable development.
Effective stakeholder consultations	Limited stakeholder consultation. NRTEE consultations are not well known.	Periodic stakeholder consultation. Low level of stakeholder participation in NRTEE events. Difficult to attract participants. Organization of consultation sessions is uneven.	Ongoing consultation. Size of audience is increasing. Feedback at stakeholder consultations is generally positive. NRTEE events are generally well received, and are seen as useful and timely.	Frequent consultation with stakeholders. High participation in NRTEE events. Events are perceived to have high added value. NRTEE is perceived as a leader able to bring players together to discuss current and emerging issues.	Stakeholders at large are aware of NRTEE activities. NRTEE is not able to accommodate all participants. Media visibility at a national level.

	Performance Scale				
Expected result	**Major gap**	**Below target**	**Approaching target**	**At target**	**Above target**
Useful policy advice and recommendations	Few references from the government. NRTEE advice is not perceived to be addressing high priority sustainable development issues. Frequent complaints about quality of briefings. Government does not have a lot of confidence in NRTEE. Advice is not seen as timely.	Occasional references from the government. NRTEE recommendations are often out of date. Limited usefulness. NRTEE reports and documents are of uneven quality.	Increasing number of references from the government. NRTEE is often called upon by policy makers for advice on issues. Positive feedback received informally. Few complaints. Advice is timely. Information is generally seen as relevant.	Frequent references from the government. Extensive contact with government decision makers at all levels. High stakeholder satisfaction. Policy analysis is seen as relevant, timely, and useful. NRTEE is perceived as a leader able to bring players together to discuss issues, and foster best practices and information sharing. Briefings are always high quality.	NRTEE is often called upon to provide strategic advice at senior government levels. NRTEE advice and recommendations have received special notice from the government. NRTEE recommendations are often cited. High level of acceptance of NRTEE recommendations.
Effective communication of recommendations	External communications are limited. Target audiences are not well defined. Role of NRTEE is not well understood. Limited media coverage.	Low level of interest from external stakeholders. Communications products are of variable quality. Limited range of communication products. Limited reach. Role of NRTEE is still vague. Occasional media coverage. Few requests for publications.	Feedback re communications products is generally positive. Good mix of communication products. Target audiences are well defined. Size of audience is increasing. Strong use of website. Some media coverage. Moderate number of requests for publications.	Broad range of communications products. Perceived to be of high quality. Communications reach broad range of target audiences. High demand for publications. High visibility with stakeholders. Frequent media coverage); generally positive. High number of hits on NRTEE website.	NRTEE has been cited for its communications products. A lot of positive feedback from external stakeholders. NRTEE is seen as the leading national resource centre in sustainable development.

	Performance Scale				
Expected result	**Major gap**	**Below target**	**Approaching target**	**At target**	**Above target**
Increased awareness and understanding of issues and solutions	Little or no knowledge of sustainable development issues addressed by NRTEE. NRTEE is not well known by federal decision makers.	Limited awareness among federal decision makers. Low level of participation and interest in sustainable development within their departments. NRTEE is rarely called up for advice and support.	Awareness of sustainable development is increasing in departments and is reflected in program activities. Positive feedback from decision makers re NRTEE events.	Sustainable development is considered in all program decisions. Decision makers have high level of awareness of challenges and potential solutions. NRTEE has helped increase understanding of issues.	Departments have comprehensive sustainable development programs in place. Departments are devoting significant resources to sustainable development. Major contribution to public policy.

Section 3 Supplementary Information

3.1 Financial Tables

Strategic Outcome: Federal policy development on environment and economy issues and decisions in other key sectors are *influenced* by NRTEE advice on selected issues				
Program Activity:	**Actual Spending 2007–08 ($ thousands)**			**Alignment to Government of Canada Outcome Area**
	Budgetary	**Non-budgetary**	**Total**	
Provide advice on environment and economy issues	4,857.7	-	4,857.7	Strong economic growth

Table 1: Comparison of Planned to Actual Spending (including FTEs)

($ millions)	**2005–2006 Actual**	**2006–2007 Actual**	**2007–2008**			
			Main Estimates	**Planned Spending**	**Total Authorities**	**Actual**
Provide advice on environment and economy issues	5,576.6	4,535.2	5,156.0	5,156.0	5,432.9	4,857.7
Total	5,576.6	4,535.2	5,156.0	5,156.0	5,432.9	4,857.7
Less: Non-respendable revenue	0	0	N/A	0	N/A	0
Plus: Cost of services received without charge	413.0	413.5	N/A	413.0	N/A	417.5
Total Departmental Spending	5,989.6	4,948.7	N/A	5,569.0	N/A	5,275.2
Full-time Equivalents	26	23	N/A	27	N/A	24

Table 2: Voted and Statutory Items

Vote or Statutory Item	Truncated Vote or Statutory Wording	2007–2008 ($ thousands)			
		Main Estimates	Planned Spending	Total Authorities	Actual
	Operating expenditures	4,704	4,704	4,980.9	4,517.7
(S)	Expenditures pursuant to Paragraph 29.1(1) of the *Financial Administration Act.*	20	20	20	.9
(S)	Contributions to employee benefit plans	432	432	432	339.1
	Total	5,156	5,156	5,432.9	4,857.7

Table 3: Sources of Respendable and Non-Respendable Revenue

($ millions)	Actual 2005–2006	Actual 2006–2007	2007–2008			
			Main Estimates	Planned Revenue	Total Authorities	Actual
Provide advice on environment and economy issues						
Sale of publications pursuant to Paragraph 29.1(1) of the *Financial Administration Act*	2.9	.9	20	20	20	.9
Total Respendable Revenue	2.9	.9	20	20	20	.9

Under the *NRTEE Act* and Paragraph 29.1(1) of the *Financial Administration Act*, the NRTEE has the authority to spend any revenues received.

For supplementary information on the department's sources of respendable and non-respendable revenue please visit: http://www.tbs-sct.gc.ca/dpr-rmr/2007-2008/index-eng.asp.

Table 4: Travel Policies

Comparison to the Treasury Board of Canada Secretariat *Special Travel Authorities*

The National Round Table on the Environment and the Economy follows the Treasury Board of Canada Secretariat Special Travel Authorities.

Comparison to the Treasury Board of Canada Secretariat *Travel Directive*, Rates and Allowances

The National Round Table on the Environment and the Economy follows the Treasury Board of Canada Secretariat Travel Directive, Rates and Allowances.

Table 5: Financial Statements of Departments and Agencies (including Agents of Parliament)

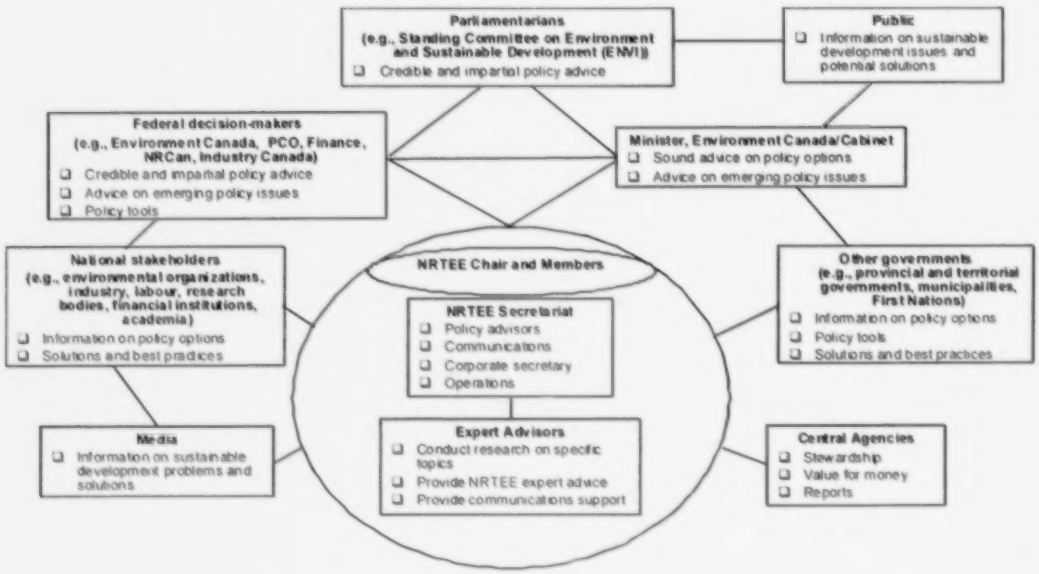
As a Departmental Corporation listed in Schedule II of the Financial Administration Act, the NRTEE is required to produce an annual report containing its audited financial statements. An electronic version of this report for 2007–2008 may be found on NRTEE's website at the following link: http://www.nrtee-trnee.ca/annual-report-2007-2008.

Section 4 Other Items of Interest

4.1 NRTEE Stakeholders

As the stakeholder map below in Figure 10 indicates, NRTEE serves a number of stakeholders, including Cabinet and Parliamentarians, the Minister of the Environment, federal decision makers, and national stakeholders that have an interest in the environment and sustainable development. The figure summarizes the expectations of each of these stakeholders vis-à-vis the NRTEE.

Figure 10: NRTEE stakeholders and their expectations

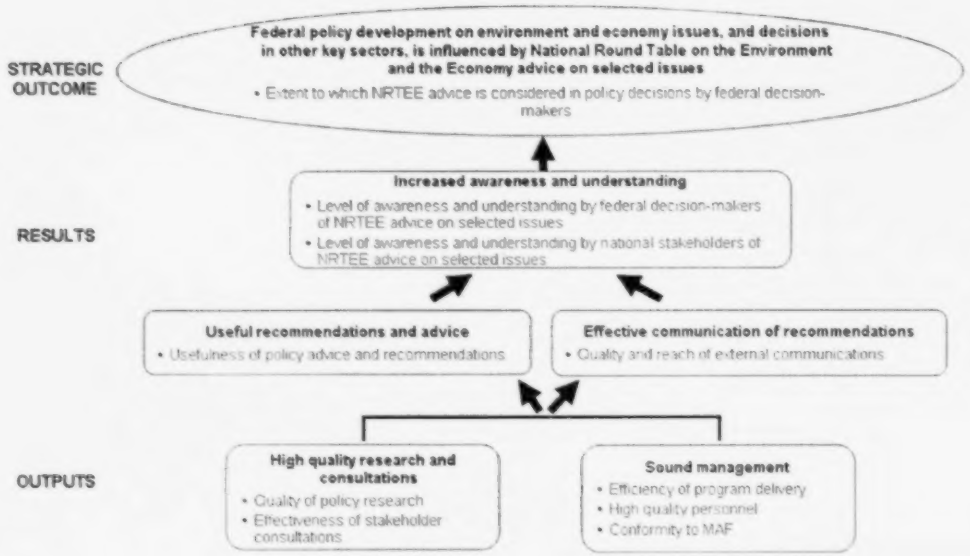


4.2 The NRTEE Performance Measurement Framework

The performance measurement framework, presented below in Figure 11, identifies the performance indicators for the single strategic outcome and each result and output contributing to this outcome. There are five principal data sources:

- A bi-annual survey of federal decision makers (via in-person interviews);
- A bi-annual online survey of national stakeholders (via telephone and in-person interviews);
- A yearly survey of current and former Round Table members (via telephone and in-person interviews);
- Feedback provided by participants after each NRTEE consultation/information session (by completion of a questionnaire); and
- Operational data related to the research programs, communications and overall management of the NRTEE.

Figure 11: NRTEE performance measurement framework


STRATEGIC OUTCOME
Federal policy development on environment and economy issues, and decisions in other key sectors, is influenced by National Round Table on the Environment and the Economy advice on selected issues
• Extent to which NRTEE advice is considered in policy decisions by federal decision-makers
RESULTS
Increased awareness and understanding
• Level of awareness and understanding by federal decision-makers of NRTEE advice on selected issues
• Level of awareness and understanding by national stakeholders of NRTEE advice on selected issues
Useful recommendations and advice
• Usefulness of policy advice and recommendations
Effective communication of recommendations
• Quality and reach of external communications
OUTPUTS
High quality research and consultations
• Quality of policy research
• Effectiveness of stakeholder consultations
Sound management
• Efficiency of program delivery
• High quality personnel
• Conformity to MAF

4.3 NRTEE Members

(April 1, 2007 to March 31, 2008)

Chair
Glen Murray
Toronto, Ontario
(to February 22, 2008)

Acting Chair
Robert Page
Calgary, Alberta
(from February 22, 2008)

Vice-Chair
David Kerr
Toronto, Ontario
(to June 2007)

Vice-Chair
Francine Dorion
St-Bruno-de-Montarville, Quebec
(from June 4, 2007)

Janet Benjamin
North Vancouver, British Columbia

Pauline Browes
Toronto, Ontario

Elizabeth Brubaker
Toronto, Ontario
(from January 29, 2008)

Angus Bruneau
St. John's, Newfoundland
(from April 2, 2007)

David Chernushenko
Ottawa, Ontario

Anthony Dale
Toronto, Ontario
(from January 28, 2008)

Richard Drouin
Montréal, Quebec

Robert Dubé
Montréal, Québec
(from October 12, 2007)

Timothy R. Haig
Oakville, Ontario

Christopher Hilkene
Toronto, Ontario
(from April 2, 2007)

Mark Jaccard
Vancouver, British Columbia

Stephen Kakfwi
Yellowknife, Northwest Territories
(to February 15, 2008)

Donald F. MacKinnon
Toronto, Ontario
(from October 12, 2007)

Ken McKinnon
Whitehorse, Yukon
(from April 2, 2007)

Kerry Morash
Liverpool, Nova Scotia
(resigned March 26, 2008)

Richard Prokopanko
Vancouver, British Columbia
(from June 4, 2007)

Wishart Robson
Calgary, Alberta
(from June 27, 2007)

Robert Slater
Ottawa, Ontario
(from May 11, 2007)

Robert Sopuck
Sandy Lake, Manitoba
(from October 12, 2007)

Steve Williams
Calgary, Alberta
(to April 7, 2007)

4.4 NRTEE Contact Information

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